



Departmental Business Plan and Outlook

Department Name: Planning and Zoning

**Fiscal Years:
03-04
&
04-05**

Plan Date: November 26, 2003

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Goals:

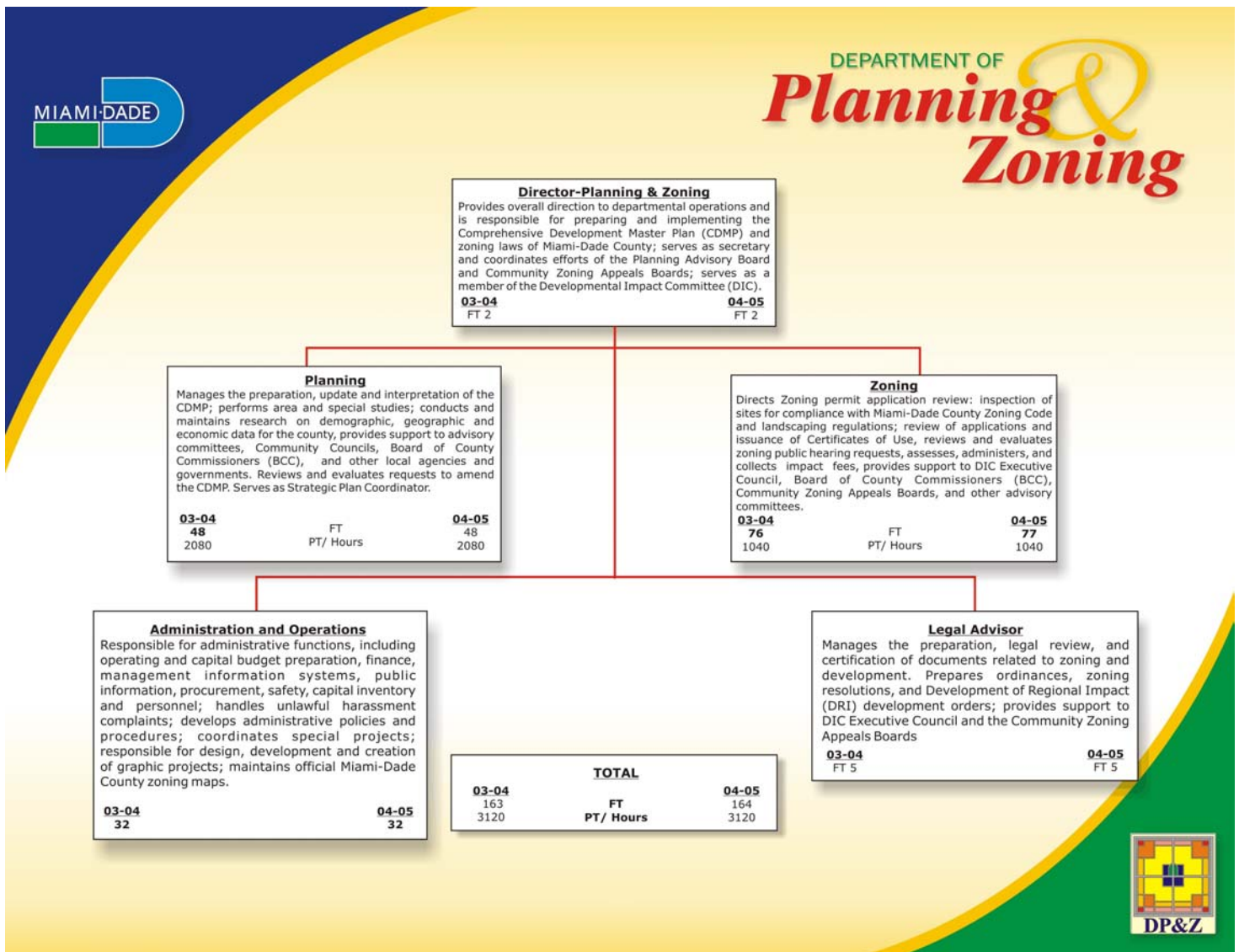
- Empower the community by increasing the coordination with local, state, and federal entities. NU2
- Provide efficient, consistent, and appropriate growth management, urban planning, and transportation NU1
- Promote responsible stewardship of natural resources and unique community environments NU3
- Allocate County resources in support of activities that increase and diversify jobs and/incomes while eliminating socio-economic disparities in underserved areas. ED1
- Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County. HH5
- Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP). NU6
- Enact programs to beautify and improve urban and residential areas. NU5
- Encourage and promote innovative solutions to transportation challenges, including incentive plans. TP4
- Enable County departments and their service partners to deliver quality customer service. ES1
- Enhance access to reliable information regarding services and County government issues. ES2
- Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion. ES3
- Attract, develop and retain an effective, diverse and dedicated team of employees. ES5
- Ensure the financial viability of the County through sound financial management practices. ES8
- Improve public safety through the use of community planning and the enforcement of quality of life issues. PS5

EXECUTIVE SUMMARY

Insert brief description of department here

The responsibilities of the Department of Planning and Zoning are to prepare and maintain the Comprehensive Development Master Plan (CDMP) and unincorporated area plans, prepare population projections, demographics and growth alternatives for the County, administer the zoning regulations for unincorporated Miami-Dade County and for those municipalities that have entered into service agreements with the County, prepare zoning recommendations, coordinate all concurrency management-related activities, review development plans for compliance with zoning regulations, issue certificates of use, administer impact fee programs, and provide technical support to zoning meetings of Community Councils and Board of County Commissioners (BCC).

Insert high level table of organization here with titles and relationships of major responsibility areas.



Insert summary of major accomplishments or milestones anticipated for the fiscal year

- *Complete and submit EAR –based amendments to the BCC.*
- *Conduct three charettes to develop area plans for neighborhoods.*
- *Conduct feasibility studies for various technological improvements.*
- *Transferred the imaging unit under the Zoning Division to the Administration and Operations Division to finalize the imaging project in the Zoning Division and begin imaging critical records throughout the department.*
- *Complete the re-write of the County's Zoning Code.*
- *Moved the Graphics and Drafting section under the Administration and Operations Division, which will provide better control of records to be imaged and continue the technological improvements.*
- *Continue production and sale of GIS maps.*
- *Ensure the completed preparation and distribution of Initial Recommendations for CDMP amendment applications received.*
- *Complete processing of Zoning Hearing Applications received.*
- *Respond to zoning inspection requests within 48 hours.*
- *Complete assessment and collection of impact fee applications within 24 hours.*

Signature
Department Director

INTRODUCTION

Department Purpose/Mission Statement

To promote a high quality of life for current and future residents of Miami-Dade County through the exercise of sound planning and zoning by administering and enforcing the Comprehensive Development Master Plan, the Zoning Code, and other development regulations in an efficient, effective, and professional manner.

Organization and Staffing Levels

Insert functional table of organization here showing reporting relationships, brief, bulleted descriptions of the major programs/functions performed by each area, as well as staffing and expenditures for the prior and current year for each year.

SEE CHART ON PAGE 5

Insert discussion of major programs and changes in staffing levels and organization from the prior year focused on the performance impacts of these changes

In FY 2003-2004, the department was cut by six positions in an effort to meet savings initiatives. However, if overage positions were needed, it was understood that the department would be allowed to hire staff in an overage status position by providing proper justification thereby allowing the department to meet its goals.

In December of 2003 the Department had approved one (1) overage position for a Landscape Reviewer. That position has been advertised and the hiring of the individual is expected in the next month. This was necessary due to the large backlog of landscape reviews within the Zoning Division. This backlog was generated because the Department had only one (1) individual performing such a task and the workload justifies at least one additional position to keep the flow of permits running smoothly.

The Department initiated the Pre-Purchase Inspection program. This inspection is conducted pursuant to requests from the public to assure that residential properties comply with zoning code requirements prior to purchase. This program is welcomed by citizen groups and realtors. The Department continues to monitor the success of the program and has considered offering this service to municipalities that utilize Miami-Dade County's zoning code. If the program is successful to the extent that it is expanded to municipalities or to non-residential properties, the Department will require additional personnel to perform the service. As this program is under the Zoning Division, the cost of the service will be offset by revenue from this program or other zoning services.

Increased demands on the Department's staff to participate to a greater extent with other agencies (School Board, Department of Community Affairs, Miami-Dade Transit) on matters of mutual interest will require that additional personnel be hired. Such "intergovernmental coordinator" positions will serve the Department by keeping current with the varying interlocal agreements involving planning and zoning services, organizing and briefing Planning and Zoning staff members for municipal meetings, carrying out the "dialogue" required by the adopted Interlocal Agreement with School Board staff on land use applications, assuring that planning and zoning programs and policies run concurrent with the activities of the People's Transportation Plan, and partnering with the Department of Community Affairs on matters affecting the future development of Miami-Dade County.

Staffing Levels

Functional Unit	FY __ Budget (Prior Year)		FY __ Budget (Current Year)
Administration	36		39
Impact Fee Administration	8		7
Planning	52		48
Zoning	73		70
Total	169		164

Insert discussion of major funding sources, major variances in revenues and expenditures from prior years, and significant in-kind services here focused on performance impacts

The Department of Planning and Zoning is funded by general fund revenues and proprietary funds derived from user fees and grants. The department, since it was created, has always ended the year with a contingency surplus.

Business Environment

Insert summary of department business environment here, including competition analysis if applicable

Various activity levels associated with the Department's primary responsibilities (building permit, zoning improvement permit, certificate of use, zoning hearing applications, CDMP applications, area planning) support the conclusion that conditions have not yet demonstrated a reduction in workload for the Department. Revenues remain constant. As the general economy, particularly as it relates to housing costs and interest rates remains optimistic for the general public, the activity of the department continues in a positive light.

Future incorporations and annexation may impact the department's activity levels, however as of this date there is no such effect. As part of the Department's Strategic Planning (first conducted in 1999 and continued annually thereafter), staff committed to market their planning and zoning services in order to contract with newly formed municipalities for such work. The Department is currently continuing the processing of zoning and planning applications for the cities of Doral, Miami Gardens, and Palmetto Bay. Furthermore, there is a potential for producing Area Plans for cities that may wish to have such a plan prior to adoption of their CDMP. The Department is looking forward to continuing these services for these cities and other cities that may be formed in the future.

The County is at a crossroad. The future prosperity and the sustainability of the County will greatly depend on how we deal with the challenges of balancing several diverse objectives that the County faces. Responding to growth pressures, protecting water quality, preventing environmental degradation, providing for adequate infrastructure, reducing school overcrowding are some of the issues the Department is currently addressing.

Several on-going projects will impact County policies in the future. Any adopted recommendations of the Agricultural and Rural Land Study and the South Miami-Dade Watershed Study will greatly impact current policies related to growth and physical development. Recommendations will range from preserving certain areas of Miami-Dade County for agricultural use while "opening up" other areas of the County for urban development.

Federal and State policies and regulations, as well as court decisions related to land use continue to change the Department's current policies and regulations in unpredictable ways. The recent court decision on *Omnipoint v. Miami-Dade County* alone resulted in the preparation and adoption of 44 ordinances, amending both regulations and procedures conducted by the Department. The continued activity of the State Legislature to consider the preemption of local land use regulations of certain types of development typically removes the public participation component of these land use activities and impacts the Department's ability to review these types of land uses on a case-by-case basis.

The Department continues to enjoy a positive working relationship with members of the development industry and community leaders. The Process Improvement Study conducted two years ago has resulted in the streamlining of several processes to provide a more "applicant friendly" environment. The Department continues to look at all processes for such improvement. The Department's leadership role in preparing and implementing Area Plans for specific communities has created a true partnership and a positive image among citizens.

Critical Success Factors

Insert discussion of critical success factors here

The ability to hire qualified and experienced planning staff is critical to the success of the department. The interest in these positions from qualified, experienced planning professionals has been low. This is a problem also experienced by other County departments that require planning expertise.

The ability to partner with all municipalities on the planning for the entirety of Miami-Dade County to assure that population growth is equitably distributed so that such growth is not predominantly within UMSA.

Education of the public and members of the Community Councils on the demands for housing, schools and public infrastructure associated with population growth and the use of urban design principles as a tool in accommodating such growth in a smart manner.

The funding of two (2) positions within the department to serve as Intergovernmental/Special Projects Coordinators to conduct dialogue between the Department and other agencies (i.e., School Board staff, other County agencies, Florida Department of Community Affairs and staff of other municipalities).

The completion of the South Dade Watershed Plan and the adoption of viable recommendations resulting from that Plan will need to be adopted by the Board of County Commissioners to fulfill the Strategic Plan's objectives relative to the annual preservation of agricultural lands and environmentally sensitive land and to provide direction to the Department on land use matters.

The adoption by the Commission of the Economic Element to the CDMP to provide an economic blueprint for the County and to promote growth in targeted industries.

The adoption by the Commission of an ordinance relating to the implementation of two (2) programs: moderately-priced housing program; inclusionary zoning.

The adoption by the Commission of the new Zoning Code; said code incorporates sound planning principles and contemporary zoning regulations relative to smart growth.

Additional funding for preservation of environmentally sensitive land will be needed to fulfill the Strategic Plan's objectives (preserving agricultural and environmentally sensitive lands).

Future Outlook

Insert brief discussion here of future year task/activities/programs required to achieve Strategic Plan objectives

Continued enhancement and upgrading of computer programs and systems, (including GIS mapping) will be needed to maintain and improve the efficiency and effectiveness of the department's communications with the general public and the building industry.

Additional demand from population growth will need to be monitored carefully to enable appropriate management responses and recommendations for Board of County Commissioners consideration to accommodate physical development, infrastructure demands and other changes relative to the increasing population.

The activity levels of the Department, in particular the Zoning Division, may decrease as municipalities seek to establish their own building, planning and zoning offices. The Department as a whole is committed to providing these services to municipalities, however political realities are that these cities will eventually release the department from this role.

The Department foresees that as developable land becomes less readily available, more creative mechanisms to handle growth will be required. At the Department's recommendation the Board of County Commissioners has enacted numerous policies and ordinances that provide for flexibility in design, intensity along transit corridors, and the "mixing" of uses to accommodate the projected growth. It is expected however that the Department will be even more engaged in the next few years in the creation and preparation of legislation, policies and processes which provide for smart growth opportunities for these "last frontiers" of development.

THE PLAN

Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals address the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance intentions while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- Provide efficient, consistent, and appropriate growth management, urban planning, and transportation.
- Empower the community by increasing and coordination with local, state, and federal entities.
- Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.

Supporting these themes are goals and priority outcomes critical to achieving the goals that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

Department-related Strategic Plan Goals:

- *Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation*
- *Goal NU2: Empower the community by increasing the coordination with local, state, and federal entities.*
- *Goal NU3: Promote responsible stewardship of natural resources and unique community environments*
- *Goal NU5: Enact programs to beautify and improve urban and residential areas.*
- *Goal NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP).*
- *Goal ED1: Allocate County resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.*
- *Goal HH5: Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.*
- *Goal TP4: Encourage and promote innovative solutions to transportation challenges, including incentive plans.*
- *Goal ES2: Enhance access to reliable information regarding services and County government issues.*

Department-related Strategic Plan Priority Outcomes:

- *NU1-1: Increased urban infill development and decreased urban sprawl*
- *NU1-2: Protection of viable agricultural and environmentally-sensitive lands*
- *NU1-3: Improved community design*
- *NU2-1: Strengthened bond between the community and Miami-Dade County government*
- *NU2-2: Improved community access to information and services*
- *NU2-3: Well-trained customer-friendly County government workforce*
- *NU3-1: Continuing supplies of quality drinking water to meet demand*
- *NU3-3: Preservation of wetlands and environmentally valuable uplands*
- *NU5-1: Neighborhood and rights-of-way aesthetics that foster and enhance quality of life*
- *NU 6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding*
- *NU6-3: Improved public infrastructure level-of-service standards and policies*
- *NU6-4: Integrated traffic calming in neighborhoods*
- *NU6-5: Safe, comfortable, and convenient pedestrian rights-of-way*
- *ED1-1: Increased number of business and employment opportunities in higher paying, targeting industries*
- *ED1-5: Identification of emerging targeted industries*
- *HH5-1: Increased availability of affordable and special needs housing*
- *TP4-1: More integrated land-use development to decrease dependence on automobiles*
- *ES2-2: Responsive communications services (advertising, marketing, public relations, publications, etc.) for other County departments*

<u>GoalNU2:</u> Empower the community by increasing the coordination with local, state, and federal entities.					
<u>Outcome:</u> NU2-3: Well-trained customer-friendly County government workforce (priority outcome)					
<u>Strategies:</u>					
▪ Enhance customer service training by expanding interagency training within county government and with federal and state agencies					
<u>Key Performance Indicator(s)/Objective(s) (From Strategic Plan):</u>					
▪ A quality rating of at least 4 out of 5 for employee customer service					
Department Performance Objective(s)				Tasks/Activities/Programs	Ownership
Description of Performance Measure	Performance Levels				
	Prior FY 03 Actual	Targets			
		FY 04	FY 05		
Hire Intergovernmental/ Special Projects Coordinator	0	2	2	▪ Unfunded Mandates: Monitor, coordinate Planning and Zoning issues emanating from annexations and incorporations, school dialogues, charter school process, etc. State legislature – Lake belt, telecom, Master Plan, and adult uses	Assistant Director for Zoning Assistant Director for Planning Legal Counsel

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.					
NU3: Promote responsible stewardship of natural resources and unique community environments					
OUTCOME: NU1-2: Protection of viable agriculture and environmentally – sensitive lands (priority outcome)					
NU3-3: Preservation of wetlands and environmentally valuable uplands					
<u>Strategies:</u>					
<ul style="list-style-type: none">▪ Work with the agricultural industry and community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land▪ Acquire and maintain environmentally endangered lands from willing sellers▪ Provide incentives for landowners to preserve and maintain environmentally valuable land▪ Regulate land use to minimize loss of wetlands and other environmentally important lands					
<u>Key Performance Indicator(s)/Objective(s) (From Strategic Plan):</u>					
<ul style="list-style-type: none">▪ No net loss of agricultural or environmentally sensitive lands					
Department Performance Objective(s)					
Description of Performance Measure	Performance Levels			Tasks/Activities/Programs	Ownership
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Agriculture and Rural Area Study	Ongoing	100%	50%	<ul style="list-style-type: none">▪ County Commissioner Adoption of Study▪ If adopted, implement recommendations<ul style="list-style-type: none">➤ File CDMP amendment applications, as necessary, to incorporate policy recommendations of the study➤ Prepare necessary ordinances and resolutions to implement recommendations of the study	Assistant Director for Planning/Chief of Metropolitan Planning
		10%	10%		

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.
NU3: Promote responsible stewardship of natural resources and unique community environments
Outcome: NU1-2: Protection of viable agricultural and environmentally-sensitive lands (priority outcome)
NU3-1: Continuing supplies of quality drinking water to meet demand
NU3-3: Preservation of wetlands and environmentally valuable uplands

<u>Strategies:</u>
<ul style="list-style-type: none"> ▪ Work with the agricultural industry and community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land ▪ Provide public education regarding water conservation and pollution control ▪ Acquire and maintain environmentally endangered lands from willing sellers ▪ Provide incentives for landowners to preserve and maintain environmentally valuable land ▪ Regulate land use to minimize loss of wetlands and other environmentally important lands

<u>Key Performance Indicator(s)/Objective(s) (From Strategic Plan):</u>
<ul style="list-style-type: none"> ▪ No net loss of agricultural or environmentally sensitive lands

Department Performance Objective(s)				Tasks/Activities/Programs	Ownership
Description of Performance Measure	Performance Levels				
	PRIOR FY 03 ACTUAL	Targets			
		FY 04	FY 05		
South Dade Watershed Plan Study	100%	0	0	<ul style="list-style-type: none">▪ Contract negotiations and initiation of study.	Assistant Director for Planning/Chief of Research
	0	50%	50%	<ul style="list-style-type: none">▪ The Study Period	
	0	0	100%	<ul style="list-style-type: none">▪ BCC for adoption	

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.
ED1: Allocate County resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.

Outcome: ED 1-5: Identification of emerging targeted industries.

- Strategies:**
- Conduct periodic reviews to identify additional appropriate targeted industries.
 - Coordinate with State and Federal agencies to develop assistance/programs to access jobs related to Everglades restoration.

- Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**
- Increase in number of jobs related to Everglades and other environmental restoration projects.
 - New businesses and jobs related to incentives/coordinated effort to promote growth in targeted industries.

Department Performance Objective(s)				Tasks/Activities/Programs	Ownership
Description of Performance Measure	Performance Levels				
	Prior FY 03 Actual	Targets			
		FY 04	FY 05		
Number of specific target industries and employment opportunities	NA	5*	5*	Utilize Regional Economic Model Inc. (REMI) model to identify new potential target industries	Assistant Director for Planning/ Chief of Research

*Number of Industries

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services
Goal: ED-1: Allocate County government resources in support of activities that increase and diversify jobs and income while eliminating socio-economic disparities.

Outcome: ED 1-1

Increased number of business and employment opportunities in higher paying, targeting industries.

Strategies:

- Provide and enhance performance-based incentives to local targeted industries.
- Coordinate with the Beacon Council and other agencies to promote growth in targeted industries (including coordination with Greater Miami Convention and Visitors Bureau on updating the tourism master plan).
- Provide relief from impact and permit fees and postpone fee payment until loan closing for those projects that meet job creation, business development, and industry selection criteria as specified by the County.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- New businesses and jobs related to incentives/coordinated effort to promote growth in targeted industries.

Department Performance Objective(s)				Tasks/Activities/Programs	Ownership
Description of Performance Measure	Performance Levels				
	Prior FY 03 Actual	Targets			
		FY 04	FY 05		
Process Economic Element of CDMP	100%	100%	25%	<div><div>Filing of Economic Element</div><div>Adopt Economic Element by BCC</div><div>Begin Implementation</div><div>Continue Implementation</div></div>	Assistant Director for Planning/Chief of Research
			25%		

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Goal:HH5: Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.

Outcome: HH5-1:

Increased availability of affordable and special needs housing.

Strategies:

- Assess existing land use policies and building codes and identify affordable and special needs housing barriers.
- Coordinate with affordable and special needs housing providers and County Planning and Zoning staff to review potential changes and their impact (e.g., land use density increases impact on the surrounding community, schools, etc.).
- Develop and implement a countywide policy for the equitable geographic distribution of affordable housing.
- Ensure the habitability of existing housing for very-low, low and moderate income residents.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 10% increase in the number of affordable and special needs housing over the next 5 years.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				Tasks/Activities/Programs	Ownership
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. Prepare and Process Housing policies	NA	5*	5*	<ul style="list-style-type: none">▪ Prepare, adopt, and coordinate with other agencies to implement the housing recommendations from the Evaluation and Appraisal Report.	Asst. Director for Planning/ Chief of Research
2. Preparation of new Housing Element	NA	60%	40%	<ul style="list-style-type: none">▪ Update all background material and prepare new housing needs assessment to year 2025.	
3. Develop moderately-priced housing program based on inclusionary zoning	10%	90%	0%	<ul style="list-style-type: none">▪ Prepare new Goals, Objectives and Policies component.▪ Prepare ordinance for BCC.▪ If adoption, implement.	
* Number of recommendations					

Goal: NU1**Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development service.****Outcome: NU 1-1**

Increased urban infill development and decreased urban sprawl (priority outcome).

Strategies:

- Educate the community of the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas.
- Promote redevelopment/infill inside the urban development boundary, including promotion and cooperation with municipalities.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Two suitable locations per year identified for mixed-use development.
- New infill development and infill redevelopment projects per year.

Department Performance Objective(s)					
Description of Performance Measure	Performance Levels				
	PRIOR FY 03 ACTUAL	Targets			
		FY 04	FY 05		
				Tasks/Activities/Programs	Ownership
Redevelopment & Infill Development Potential	N/A	100%		<ul style="list-style-type: none">Form redevelopment/infill advisory group through the County Manager’s office as required by EAR.Collect and analyze appropriate data and develop one redevelopment objective for residential and one for commercial uses.Devise implementation steps for carrying out Residential Density Feasibility Study (RDFS) and Infill Strategy Task Force (ISTF) recommendations. Prepare necessary ordinances, resolutions, or administrative directives.Continue to refine and test the redevelopment site predictive model until desired accuracy is achieved.	Assistant Director for Planning/Chief of Research
	N/A	1	1		
	N/A	50%	50%		
	N/A	50%	50%		

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services					
Outcome NU1-1: Increase urban infill and decrease urban sprawl.					
Strategies: <ul style="list-style-type: none">Promote infill inside the urban development boundary, including promotion and cooperation with municipalities.Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas.					
Key Performance Indicator(s) Objective(s) (From Strategic Plan): <ul style="list-style-type: none">Two suitable locations per year identified for mixed-use development.New infill development and infill redevelopment projects per year.					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				Tasks/Activities/Programs	Ownership
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. Community Councils Profile	NA	2	2	<ul style="list-style-type: none">Complete at least 2 Community Councils Profiles documenting demographics, existing infrastructure, services and identifying areas in need of good urban design.	Assistant Director for Planning/Chief of Community Planning
2. CDMP amendment addressing mixed-use and live-work	NA	1	0	<ul style="list-style-type: none">Propose an amendment to the CDMP to provide for a mixed-use land use category and to allow live-work units in industrial areas in the April of 2004 CDMP Amendment Cycle.	
			100%	<ul style="list-style-type: none">BCC adoption on policy in 2005	

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities.						
Outcome NU2-1: Strengthened bond between the community and Miami-Dade County Government						
Strategies: <ul style="list-style-type: none">Establish listening posts and focus groups to obtain community input and feedback on relevant community issues and provide timely response to issues raisedExpand the local community presence of the Board of County Commissioners and other local officials through outreach and technology.						
Key Performance Indicator(s) Objective(s) (From Strategic Plan): <ul style="list-style-type: none">80% of residents satisfied with available mechanisms for community involvement						
DEPARTMENT PERFORMANCE OBJECTIVE(S)						
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS					
	PRIOR FY 03 ACTUAL	TARGETS				
		FY 04	FY 05	TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP	
1. PAB support	100%	100%	100%	<ul style="list-style-type: none">Planning Advisory Board (PAB) support as per County Charter.PAB memoranda on Planning and Zoning issues.PAB resolutions preparation and transmittal to BCC.Analysis and recommendation for PAB consideration of sale of surplus County lands.	Assistant Director for Planning/ Chief of Community Planning	
2. PAB Memoranda	4	4	4			
3. Number of PAB Resolutions adopted	8	8	8			
4. Percentage of PAB Resolutions Completed within 45 days	100%	100%	100%			
5. Number of Surplus Land Requests	8	8	8			

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities.					
Outcome NU2-1: Strengthened bond between the community and Miami-Dade County Government					
Strategies: <ul style="list-style-type: none">Establish listening posts and focus groups to obtain community input and feedback on relevant community issues and provide timely response to issues raisedExpand the local community presence of the Board of County Commissioners and other local officials through outreach and technology.					
Key Performance Indicator(s) Objective(s) (From Strategic Plan): <ul style="list-style-type: none">80% of residents satisfied with available mechanisms for community involvement					
DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05	TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
1. Incorporation & Annexation Reports Requested	4	4	4	<ul style="list-style-type: none">Incorporation reports on planning issues	Assistant Director for Planning/Chief of Community Planning
2. Percentage of Incorporation/Annexation Requests Completed in 20 days.	100%	100%	100%	<ul style="list-style-type: none">Annexation reports on planning issues	

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome: NU1-1: Increased urban infill development and decreased urban sprawl.

NU1-2: Protection of viable agriculture and environmentally-sensitive lands.

Strategies:

- Continued implementation of a comprehensive planning program to govern development-related activities consistent with the pattern of land use and urban growth promoted in the objectives and policies of the CDMP.
- Analyze and assess the urban services and environmental impacts of proposed CDMP amendment applications.
- Support CDMP amendments that further, and are internally consistent with, the various CDMP Elements' goals, objectives and policies.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Implement the CDMP amendment process in compliance with state law and County Code.

DEPARTMENT PERFORMANCE OBJECTIVE(S)

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			Tasks/Activities/Programs	Ownership
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. CDMP Amendment Process <ul style="list-style-type: none">• Number of amendment applications anticipated• Percentage completed within mandated timeframe	16	19	20	<ul style="list-style-type: none">▪ Review, evaluate and make recommendations on proposed CDMP amendment cycle applications for consistency with the plan. (April 2004 Cycle in FY 2004 and April 2005 and October 2005 cycles in FY 2005)▪ Prepare reports analyzing land use and public service impacts▪ Conduct transmittal and adoption public hearing meetings with Community Councils, Planning Advisory Board, and Board of County Commissioners.	Asst. Director for Planning/Chief of Metropolitan Planning
	100%	100%	100%		CONTINUED

CONTINUED					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				Tasks/Activities/Programs	Ownership
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
2. Prepare agenda kits and distribute 7 days prior to meeting (PAB) ▪ Percentage distributed by above deadline 3. Prepare all public notice advertisements and property notices within mandated timeframe. ▪ Percentage advertised correctly	100% 100%	100% 100%	100% 100%	▪ Delivery of agenda kits to board members ▪ Advertisement of all amendment requests	

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome: NU1-5:

Consistent interpretation and application of the CDMP goals, objectives, policies and Land Use Plan map to all planning activities.

Strategies:

- Provide timely response to CDMP customer inquiries.
- Continually maintain data and assessments of public infrastructure and services.
- Coordinate comprehensive planning among and between public agencies to enhance consistency of land use and infrastructure plans.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Number of CDMP inquires, interpretation letters, consistency reviews of state, federal, and local plans and programs, and timely updates to the CDMP.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				Tasks/Activities/Programs	Ownership
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
CDMP Maintenance Activities					
<ul style="list-style-type: none">▪ Prepare written responses within 21 days of receipt	50%	70%	100%	<ul style="list-style-type: none">▪ Prepare written responses to requests for interpretations of the CDMP.▪ Develop and maintain inventory and databases of all existing and planned urban infrastructure and services including capacities and levels of service.	Asst. Director for Planning/Chief of Metropolitan Planning
<ul style="list-style-type: none">▪ Prepare updates to the CDMP Adopted Components document 10 working days following adoption of small-scale CDMP amendments and 45 working days following adoption of “standard” text or Land Use Plan Map amendments, subsequent to application amendment cycles.	60%	80%	100%	<ul style="list-style-type: none">▪ Coordinate technical assistance with other County departments.▪ Review other state, federal and local plans and programs for consistency with the CDMP.▪ Coordinate all transportation planning, environmental planning and school planning activities with the CDMP.	

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development service.					
Goal: NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP).					
Outcome: NU6-1: Improved neighborhood roadways, sidewalks, drainage and reduced flooding. Also, water and sewer, mass transit and solid waste disposal.					
Strategies: <ul style="list-style-type: none">Continuously maintain and update the Capital Improvements Element of the CDMP.					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan): <ul style="list-style-type: none">Number of capital projects completed yearly.					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				Tasks/Activities/Programs	Ownership
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Updated CDMP Capital Improvements Element	1	1	1	<ul style="list-style-type: none">Receive project update information from OSBM and make necessary changes to the Capital Improvements Element.	Asst. Director for Planning/Chief of Research
	1	1	1	<ul style="list-style-type: none">Submit to BCC annually	

Goal: NU1:

Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development service.

Outcome: NU1-4:

All CDMP Elements supported with timely and accurate data and analysis.

Strategies:

- Select, compile, organize, and analyze appropriate data and information to assist in the development, maintenance and implementation of CDMP Elements.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Adopted CDMP Elements, which are technically sound and in compliance with state statutes and local code provisions.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				Tasks/Activities/Programs	Ownership
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Demographic data and analysis/reports	10	10	10	<ul style="list-style-type: none">▪ Population estimates and projections. (2)▪ Residential land supply/demand analysis. (2)▪ Demographic and social reports. (6)	Asst. Director for Planning/ Chief of Research
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2. Economic data and analysis/report*	8	7	6	<ul style="list-style-type: none">▪ Employment projections. (1)▪ Commercial/industrial land supply/demand. (2)▪ Economic reports. (3)	Asst. Director for Planning/ Chief of Research
3. Geographic data and analysis/map	250	500	500	<ul style="list-style-type: none">▪ Beginning 2003/04 land use and capacity will be continuously updated (projected square mile sections)▪ Mapping support (wide variety) maps produced	Asst. Director for Planning/ Chief of Research
	2067	2328	2500		

* The reports are prepared based on census data. As the data becomes older, fewer reports are produced and more important reports would have been already done.

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Goal NU5: Enact programs to beautify and improve urban and residential areas

Goal TP4: Encourage and promote innovative solutions to transportation challenges, including incentive plans attached

Outcome NU1-1: Increase urban infill development and decreased urban development and decreased urban sprawl (priority outcome)

NU1-3: Improved community design (priority outcome)

NU5-1: Neighborhood and rights-of-way aesthetics that foster and enhance quality of life (priority outcome)

TP4-1: More integrated land-use development to decrease dependence on automobiles (priority outcome)

NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)

NU6-3: Improved public infrastructure level-of-service standards and policies

NU6-4: Integrated traffic calming in neighborhoods

NU6-5: Safe, comfortable and convenient pedestrian rights-of-way

Strategies:

- Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas
- Promote infill inside the urban development boundary, including promotion and cooperation with municipalities
- Identify strategic areas and neighborhoods in need of improved urban design within each commission district
- Target better planning and urban design to these areas through charettes, integrated infrastructure development, and promotion of mixed-use developments.
- Identify and promote areas with maximum potential for urban infill, including areas for increased density as appropriate.
- Identify infrastructure needs in infill areas through Area Planning process.
- Prioritize recommended improvements to these areas.
- Ensure that infrastructure improvements are implemented in compliance with these locally-developed plans.
- Provide ongoing neighborhood assistance.
- Develop formalized processes and structures including development incentives to encourage higher-density, mixed use and transit-oriented development at or near existing and future transit stations and corridors. (Coordinate with Neighborhood and Unincorporated Area Municipal Services Strategic Area)
- Develop and implement new and innovative incentive plans to reduce automobile usage.
- Maximize communication between agencies involved in the process
- Review and enhance county standards to provide for traffic calming in new developments
- Develop pedestrian-friendly standards for sidewalks and other pedestrian rights-of-way
- Ensure safe pedestrian routes to schools
- Maximize safe pedestrian access to parks, government facilities and high traffic area

CONTINUED

CONTINUED**Key Performance Indicator(s) Objective(s) (From Strategic Plan):**

- Two suitable locations per year identified for mixed-use development
- New infill development and infill redevelopment projects per year

- 80% of residents satisfied with urban planning and design in their neighborhoods.
- 90% of residents satisfied with urban planning and design in neighborhoods with planned improvements in urban design.

Department Performance Objective(s)				Tasks/Activities/Programs	Ownership
Description of Performance Measure	Performance Levels				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Area Plans	2 2	2 2 100%	2 2	<ul style="list-style-type: none">▪ Conduct at least 2 Area Plans per year▪ Develop prioritized Area Plan recommendations reports to address, among other things, infrastructure improvements and incorporate them into a Strategic Neighborhood Action Plan (SNAP)▪ Develop a process to ensure that infrastructure improvements are implemented in compliance with these locally developed plans (Completed during 04/05 fiscal year)▪ Develop the appropriate land development regulations to implement the findings of the area planning process	Assistant Director for Planning/Community Planning Chief

Goal NU1: Provide efficient, consistent and appropriate growth management, urban planning and transportation development services.

Outcome NU6-1: Consistent interpretation and application of the Concurrency Management Program to all planning and development activities.

Strategies:

- Provide timely response to customer inquiries.
- Continually maintain data and assessments of public infrastructure level-of-services for roadways, transit water, sewer, solid waste, parks and drainage.
- Coordinate comprehensive planning among and between public agencies to enhance consistency of land use and infrastructure plans.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Number of concurrency inquiries, letters and conduct timely updates to A.O. 4-85 and Chapter 33G of the Code of Miami-Dade County.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				Tasks/Activities/Programs	Ownership
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Maintenance of Concurrency Management Program and Information Center	100%	100%	100%	<ul style="list-style-type: none">▪ Prepare written response within 15 days of receipt of requests for concurrency reviews.▪ Number of concurrency reviews of conditions and availability of capacity	Asst Director for Planning/ Chief of Metropolitan Planning
	60	60	60		

<p><u>Goal:</u></p> <p>HH5: Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County</p> <p>NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services</p> <p>NU2: Empower the community by increasing communication and coordination with local, state, and federal entities</p> <p>NU4: Use consistent, fair and effective means to achieve code compliance</p>
<p><u>Outcome:</u></p> <p>NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)</p> <p>NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)</p> <p>NU1-3 Improved community design (priority outcome)</p> <p>NU2-2 Improved community access to information and services (priority outcome)</p> <p>NU2-3 Well-trained customer friendly County government workforce (priority outcome)</p> <p>NU4-3 Consistent interpretation and application of enforcement practices</p>
<p><u>Strategies:</u></p> <ul style="list-style-type: none"> ▪ Increased availability of affordable and special needs housing priority (priority outcome) ▪ Develop and maintain educated code compliance staff ▪ Supports outcome but strategy not specified
<p><u>Key Performance Indicator(s)/Objective(s) (From Strategic Plan):</u></p> <ul style="list-style-type: none"> ▪ 80% of residents satisfied with urban planning and design in their neighborhoods ▪ 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

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DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. % of Zoning Code Re-Write document completed	N/A	100%		Analyze existing regulations, add appropriate new regulations, incorporate all goals of the project (i.e. user friendly, use of graphics, etc.) and update appropriate agencies and industry representatives; Educate general public and staff; and Implement.	Asst. Director for Zoning
2. % of document reviewed by County Attorney’s Office		100%			Zoning Consultant
3. Board of County Commission adoption		100%			Division Chief
4. % of applicable staff trained on new code			100%		Section Supervisors
5. Implementation Date/% of Code implemented			100%		

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome:

NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)
 NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
 NU1-3 Improved community design (priority outcome)
 NU2-2 Improved community access to information and services (priority outcome)
 NU2-3 Well-trained customer friendly County government workforce (priority outcome)

Strategies:

- Supports outcome but strategy not specified

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. % of initial processing of Public Hearing applications within first 40 days*	80%	100%	100%	Encourage pre-filing appointments to guide potential applicants through the public hearing or administrative review processes/provide timely technical review of public hearing applications; Provide timely technical review of administrative applications to determine level of compliance with Zoning and Landscape Codes, and recorded covenants.	Asst. Director for Zoning
2. % of initial processing of Administrative Modification/ Elimination of Conditions within first 40 days	80%	100%	100%		Chief, Zoning Services Division
					Supervisor, Zoning Hearing Section
CONTINUED					

CONTINUED					
3. % of initial processing of Substantial Compliance applications within first 40 days.	80%	100%	100%	Timely issuance of preliminary advertisement or deficiency letters and final advertisements to staff and applicants; Timely posting of accurate review comments and dispositions pertaining to applications on computer tracking systems in clear and concise language; Meet with applicants, design professionals, attorneys and consultants to resolve zoning-related problems with applications and plan submittals; and Attendance at zoning public hearings.	
4. % of initial processing of Administrative Adjustments within first 30 days	100%	100%	100%		
5. % of initial review of Administrative Site Plan Review applications within first 15 days*	100%	100%	100%		
6. % of initial processing of Administrative Site Plan Review/DKUC District within first 21 days*	100%	100%	100%		

* Code Mandated

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome:

NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)
 NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
 NU1-3 Improved community design (priority outcome)
 NU2-2 Improved community access to information and services (priority outcome)
 NU2-3 Well-trained customer friendly County government workforce (priority outcome)

Strategies:

- Supports outcome but strategy not specified

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. # of Zoning Public Hearing evaluation reports anticipated	698	694	696	Evaluation of public hearing applications including hearing advertisement (list of zoning requests), development plans, and proffered covenant; Determination of applicable zoning hearing standards; Field inspection of properties; Zoning recommendation review meeting with key staff members and Director.	Asst. Director for Zoning
2. % of Zoning Public hearing evaluation reports completed no sooner than 30 days* prior to hearing date	100%	100%	100%		Division Chief
3. # of Administrative Modification / Elimination of Condition evaluation reports anticipated	8	30	30		Supervisor, Zoning Evaluation Section
CONTINUED					

CONTINUED					
4. % of Administrative Modification/ Elimination of Condition evaluation reports completed within 30 days**	100%	100%	100%	Timely preparation of zoning hearing evaluation reports containing Director’s final recommendation; Timely transmittal of evaluation reports to Zoning Agenda Coordinator Section for printing, and to applicants or applicant representatives; and Attendance at all zoning public hearings, and meetings of the DIC and Shoreline Development Review Committee.	
5. # of Substantial Compliance application evaluation reports anticipated	41	34	34		
6. % of Substantial Compliance evaluation reports completed within 30 days**	100%	100%	100%		
7. # of Administrative Adjustments evaluation reports anticipated	122	120	120		
					CONTINUED

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8. % of Administrative Adjustment evaluation reports completed within 30 days**	100%	100%	100%		
9. # of Administrative Site Plan Review applications evaluation reports anticipated	31	56	56		
10. % of Administrative Site Plan Review evaluation reports completed within 30 days**	100%	100%	100%		
11. # of Shoreline Development Review applications evaluation reports anticipated	26	28	29		
12. % of Shoreline Development Review evaluation reports completed within 30 days**	100%	100%	100%		
					CONTINUED

CONTINUED					
13. # of Public Educational Facility application evaluation reports anticipated	3	5	5		
14. % of Public Educational Facility evaluation reports completed within 30 days**	100 %	100%	100%		
15. # of Charter School application evaluation reports anticipated	4	8	8		
16. % of Charter School application evaluation reports completed within 30 days**	100%	100%	100%		
17. # of DIC large scale application evaluation reports anticipated	19	28	28		
18. % of DIC large-scale application evaluation reports completed within 30 days**	100%	100%	100%		

* Code mandated

** 30-day period begins after receipt of all comments from other reporting departments or agencies

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome:

NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)
 NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
 NU1-3 Improved community design (priority outcome)
 NU2-2 Improved community access to information and services (priority outcome)
 NU2-3 Well-trained customer friendly County government workforce (priority outcome)

Strategies:

- Supports outcome but strategy not specified

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

DEPARTMENT PERFORMANCE OBJECTIVE(S)

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. # of mailers final notices to neighbors	247,634	422,104	334,869	Preparation and mailing of final zoning hearing mailers to property owners prior to hearing in accordance with the Zoning Code; Preparation and publication of public hearing layman’s advertisements in the seven areas of the Neighbors zones, in accordance with the Zoning Code; Preparation and mailing of public hearing legal advertisings in accordance with the Zoning Code; Posting of zoning hearing signs in accordance with the Zoning Code; and Provide timely preparation and delivery of zoning hearing kits.	Asst. Director for Zoning
2. % of mailers final notices no later than 30 days* prior to hearing	100%	100%	100% (Anticipated)		Chief, Zoning Services Division
3. # of layman’s advertisements anticipated	486	649	568		Supervisor, Zoning Agenda Coordinator’s Section
4. % of layman’s advertisements published 25-30 days* prior to hearing date	100%	100%	100% (Anticipated)		Assistant Director for Administration and Operations
CONTINUED					

CONTINUED					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
5. # of final legal advertisements anticipated	231	451	341		
6. % of final legal advertisements published 20-30 days* prior to hearing date	100%	100%	100% (Anticipated)		
7. # of sign postings anticipated	231	451	341		
8. % of sign postings completed within 20 days* prior to hearing date	100%	100%	100% (Anticipated)		
9. # of zoning hearing kits anticipated	698	694	696		
10. % of zoning hearing kits completed 21 days prior to hearing date	100%	100%	100% (Anticipated)		

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome:

- NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)
- NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
- NU1-3 Improved community design (priority outcome)
- NU2-2 Improved community access to information and services (priority outcome)
- NU2-3 Well-trained customer friendly County government workforce (priority outcome)

Strategies:

- Supports outcome but strategy not specified

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. # of Zoning and Landscape Inspections anticipated	13,090	13,745	14,432	Review applications for inspections and prepare daily inspection route; Provide timely zoning and landscape field inspections for building permits, Certificates of Use, and Zoning Improvement Permits (ZIPs); Posting of accurate review comments and disposition on computer tracking system in clear and concise language; Respond in a timely manner and provide inspections involving citizen complaints and requests for inter-departmental assistance	Asst. Director for Zoning
2. % inspected within 24 hours	100%	100%	100%		Chief, Zoning Services Division
3. # of Inquiries from Citizens/Referrals anticipated	4,476	4,700	4,935		Supervisor, Zoning Inspection Section

CONTINUED					
4. % inspected within 24 hours	100%	100%	100%	Meet with applicants or applicant representatives, homeowner's groups, design professionals, attorneys, or consultants to resolve zoning related problems and to promote compliance with zoning and landscape regulations; Provide Pre-Purchase Zoning Inspection Services; Attendance at homeowner's group meetings and Team Metro Academy to educate the public on zoning and landscape regulations.	
5. # of Pre-Purchase Zoning Inspection requests anticipated	8	24	30		
6. % inspected within 10 business days	100%	100%	100%		

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome:

- NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)
- NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
- NU1-3 Improved community design (priority outcome)
- NU2-2 Improved community access to information and services (priority outcome)
- NU2-3 Well-trained customer friendly County government workforce (priority outcome)

Strategies:

- Supports outcome but strategy not specified

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

DEPARTMENT PERFORMANCE OBJECTIVE(S)

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
Zoning Hearing Evaluation Reports*	30 days	30 days	30 days	Provide timely preparation and delivery of zoning hearing evaluation reports including development of department recommendation; Provide timely field inspection of properties; and Provide timely issuance of reports to Zoning Agenda Coordinator Section and applicants.	Asst. Director for Zoning Chief, Zoning Services Division Supervisor, Zoning Evaluation Section Other Departments / Agencies
*Code mandated processes and deadline					

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome:

NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)
 NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
 NU1-3 Improved community design (priority outcome)
 NU2-2 Improved community access to information and services (priority outcome)
 NU2-3 Well-trained customer friendly County government workforce (priority outcome)

Strategies:

- Supports outcome but strategy not specified

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. # of annual requests for Zoning Verification Letters	1,221	1,250	1,300	Provides general planning and zoning information to both internal and external customers; Processes written zoning verification requests or inquiries (via over-the-counter or web-based) timely, efficiently and accurately; Research of official zoning records and recorded covenants, efficiently and accurately, to determine correct responses to zoning verification requests or inquiries; and Prepares written responses to zoning verification requests or inquiries.	Asst. Director for Zoning
2. % responded to within 5 business days	100%	100%	100%		Chief, Zoning Services Division
3. # of web-based planning and zoning inquiries anticipated	175	225	275		Supervisor, Zoning Information Section
4. % responded to within 5 business days	100%	100%	100%		CONTINUED

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5. # of Road Closing Petitions from Public Works anticipated	75	87	92	Processes applications to determine compliance with CDMP and zoning regulations and prepares written reports containing Director's recommendation for Road Closing Petitions, Affordable Housing sites, and DERM permits such as Class I and Class IV types.
6. % of recommendations completed within 30 days	100%	100%	100%	
7. # of DERM permits (Class I, Class IV, etc.) anticipated	58	67	75	
8. % reviewed and completed within 30 days	100%	100%	100%	
9. # of Affordable Housing sites from Miami-Dade County Housing Agency anticipated	430	502	550	
10. % reviewed for compliance with Zoning Code within 30 days	100%	100%	100%	

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.					
Outcome: NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome) NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome) NU1-3 Improved community design (priority outcome) NU2-2 Improved community access to information and services (priority outcome) NU2-3 Well-trained customer friendly County government workforce (priority outcome)					
Strategies: <ul style="list-style-type: none">Supports outcome but strategy not specified					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan): <ul style="list-style-type: none">80% of residents satisfied with urban planning and design in their neighborhoods90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. Zoning Review of Building Permit Plans*	Residential - 2 days	Residential - 2 days	Residential - 2 days	Provide timely technical review of building permit plans for compliance with Zoning and Landscape Codes; and Research of official zoning records and recorded covenants, accurately and efficiently, to determine compliance of permit plans with public hearing approved plans and zoning regulations.	Asst. Director for Zoning
	Commercial (all others) – 3 days	Commercial (all others) – 3 days	Commercial (all others) – 3 days		Division Chief
2. % Completed Within Timeframe	95%	100%	100%		Supervisor, Zoning Plans Processing Section
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3. Landscape Review of Building Permit Plans*	Residential – 2 days	Residential – 2 days	Residential – 2 days	Posting of accurate review comments and dispositions on computer tracking systems in clear and concise language; and Meet with applicants or applicant representatives, design professionals, attorney's, or consultants to resolve zoning-related problems with building submittals and development plans	
	Commercial (all others) – 3 days	Commercial (all others) – 3 days	Commercial (all others) – 3 days		
4. % Completed Within Timeframe	97%	100%	100%		
5. Initial Review of Zoning Improvement Permits (those items no longer requiring permits under the Florida Building Code such as residential chain link fences, farm buildings, etc.)	1 day	1 day	1 day		
6. % Completed within Timeframe	98%	100%	100%		
7. A-Team Plan Review (permits for small items such as pools, fences, sheds, small additions, hurricane shutters, etc.)	1 day	1 day	1 day		
	98%	100%	100%		
8. % Completed within Timeframe					

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.

Outcome:

NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)
 NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
 NU1-3 Improved community design (priority outcome)
 NU2-2 Improved community access to information and services (priority outcome)
 NU2-3 Well-trained customer friendly County government workforce (priority outcome)

Strategies:

- Supports outcome but strategy not specified

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. # of Zoning and Landscape Inspections anticipated	13,090	13,745	14,432	Review applications for inspections and prepare daily inspection route; Provide timely zoning and landscape field inspections for building permits, Certificates of Use, and Zoning Improvement Permits (ZIPs); Posting of accurate review comments and disposition on computer tracking system in clear and concise language; and Respond in a timely manner and provide inspections involving citizen complaints and requests for inter-departmental assistance.	Asst. Director for Zoning
2. % inspected within 24 hours	100%	100%	100%		Chief, Zoning Services Division
3. # of Inquiries from Citizens/Referrals anticipated	4,476	4,700	4,935		Supervisor, Zoning Inspection Section
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4. % inspected within 24 hours	100%	100%	100%	Meet with applicants or applicant representatives, homeowner's groups, design professionals, attorneys, or consultants to resolve zoning related problems and to promote compliance with zoning and landscape regulations; Provide Pre-Purchase Zoning Inspection Services; and Attendance at homeowner's group meetings and Team Metro Academy to educate the public on zoning and landscape regulations.	
5. # of Pre-Purchase Zoning Inspection requests anticipated	8	24	30		
6. % inspected within 10 business days	100%	100%	100%		

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.					
Outcome: NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome) NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome) NU1-3 Improved community design (priority outcome) NU2-2 Improved community access to information and services (priority outcome) NU2-3 Well-trained customer friendly County government workforce (priority outcome)					
Strategies: <ul style="list-style-type: none">Supports outcome but strategy not specified					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan): <ul style="list-style-type: none">80% of residents satisfied with urban planning and design in their neighborhoods90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. # of Certificates of Use applications anticipated	11,081	15,500	16,500	Review applications for Certificates of Use (CU) to determine compliance with Zoning Code regulations and issuance of CU’s; Research of official zoning records and recorded covenants, accurately and efficiently, to determine compliance with zoning regulations; Timely issuance of Certificates of Use; and Provide general zoning information and customer service	Asst. Director for Zoning
2. % processed and completed within 48 hours	100%	100%	100%		Chief, Zoning Services Division Supervisor, Zoning Permit Section

Goal:

ED1: Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating social-economic disparities

ED4: Create a more business-friendly environment in Miami-Dade County

HH5: Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County

NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP)

PS1: Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future

TP4: Encourage and promote innovative solutions to transportation challenges, including incentive plans

TP6: Enhance the ease of movement of people and goods to, from and through the airport, the seaport, and other centers through the new and improved inter-modal linkages

Outcome:

NU2-2 Improved community access to information and services (priority outcome)

NU2-3 Well-trained customer friendly County government workforce (priority outcome)

NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)

NU6-2: Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors. Protection of water quality and improved water pressure

NU6-4: Integrated traffic calming in neighborhoods

NU6-5: Safe, comfortable and convenient pedestrian rights-of-way

PS1-1: Public safety facilities and resources built and maintained to meet needs (priority outcome)

TP1-1: Minimum wait time for transit passengers (priority outcome)

TP1-5: Optimum signalized traffic flow

Strategies:

- Supports outcome but strategy not specified

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CONTINUED**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design
- Supports a number of other key performance indicators

DEPARTMENT PERFORMANCE OBJECTIVE(S)

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. Turnaround of Impact Fee assessment and collection of impact fees for all additions to residences	24 hours	24 hours	24 hours	<ul style="list-style-type: none">▪ Provide timely and accurate impact fee assessments.▪ Provide timely collection of impact fees	Asst. Director for Zoning
2. Annual number of assessments anticipated.	35,000	36,750	36,750		Division Chief
					Manager, Impact Fees

<u>Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development service.</u>					
<u>Outcome:</u> NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome) NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome) NU1-3: Improved community design (priority outcome)					
<u>Strategies:</u> <ul style="list-style-type: none">▪ Support outcome but strategy not specified.▪ Promote infill inside the Urban Development Boundary, including promotion and co-operation with municipalities					
<u>Key Performance Indicator(s)/Objective(s) (From Strategic Plan):</u> <ul style="list-style-type: none">▪ New infill development and infill redevelopment projects per year▪ No net loss of agricultural or environmentally sensitive lands					
Department Performance Objective(s)					
Description of Performance Measure	Performance Levels				
	Prior FY 03 Actual	Targets			
		FY 04	FY 05	Tasks/Activities/Programs	Ownership
Amend SUR ordinance	0	100%	100%	<ul style="list-style-type: none">▪ Propose amendment to SUR ordinance to expand the rights, encourage infill development, etc.▪ If adopted by BCC, implement.	Assistant Director for Zoning/Assistant Director for Planning

Goal:

HH5: Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County

NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

NU2: Empower the community by increasing communication and coordination with local, state, and federal entities

NU4: Use consistent, fair and effective means to achieve code compliance

Outcome:

NU1-1 Increase urban infill development and decreased urban sprawl (priority outcome)

NU1-2 Protection of viable agriculture and environmentally-sensitive lands (priority outcome)

NU1-3 Improved community design (priority outcome)

NU2-2 Improved community access to information and services (priority outcome)

NU2-3 Well-trained customer friendly County government workforce (priority outcome)

NU4-3 Consistent interpretation and application of enforcement practices

Strategies:

- Increased availability of affordable and special needs housing priority (priority outcome)
- Develop and maintain educated code compliance staff
- Supports outcome but strategy not specified

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with urban planning and design in their neighborhoods
- 90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design

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- Transfer Planning Advisory Board, Comprehensive Development Master Plan, and Landscaping from other chapters to Chapter 33: rename Chapter 33 "Planning and Zoning".
- Because of Omnipoint, add Alternative Site Development Options; despite Omnipoint, continue Non-Use Variances, Unusual Uses and Special Exceptions.
- Summarize Urban Design Standards from the *Urban Design Manual*.
- Add outdoor dining and adult day care (with conditions) in business districts; permit accessory dwelling units in single-family residential districts.
- Obtain County Attorney's Office approval
- Public Hearings before Committee and Board of County Commissioners.
- Provide training to staff and both internal and external customers.

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities.					
Outcome: NU2-1: Strengthened bond between the community and Miami-Dade County government (priority outcome) NU2-2: Improved community access to information and services (priority outcome) NU2-3: Well-trained customer-friendly County government workforce (priority outcome)					
Strategies: ▪ Support outcome but strategy not specified.					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan): ▪ 80% of residents satisfied with urban planning and design in their neighborhoods ▪ 90% of residents satisfied with urban planning and design in neighborhoods with planned improvements in urban design					
Department Performance Objective(s)					
Description of Performance Measure	Performance Levels*				
	Prior FY 03 Actual	Targets			
		FY 03-04	FY 04-05	Tasks/Activities/Programs	Ownership
1. General Educational Outreach	2	2	2	<ul style="list-style-type: none">▪ Provide educational outreach seminars or presentations to county staff, committees, industry, civic groups▪ Sponsor mentoring to department staff through brown bag lunch and other programs developed by committee.▪ In-house refresher training-ongoing<ul style="list-style-type: none">➢ Performance Evaluation supervisors➢ Customer Service front line staff▪ Outstanding Employee of the Quarter Program	Senior Staff Assistant Director Administration and Operations
	0	2	2		
	0	2	2		
	4	4	4		

* 100% equal ongoing initiatives

GoalNU2: Empower the community by increasing communication and coordination with local, state, and federal entities**Outcome:**

- Improved community access to information and services (priority outcome)

Strategies:

- Provide more information through the answer center and county web portal site
- Utilize the County's digital branding project to encourage the use of all county electronic channels

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with information delivery systems

Department Performance Objective(s)

Description of Performance Measure	Performance Levels			Tasks/Activities/Programs	Ownership
	Prior FY 03 Actual	Targets			
		FY 04	FY 05		
Inspector’s Route Tracking System	0	100%		▪ Conduct a feasibility Study	Assistant Director Administration
		100%		▪ Decide to implement ➤ Cost	Assistant Director for Zoning
			100%	▪ Implementing Inspector’s Routing Tracking System similar to Building Department	Computer Manager

GoalNU2: Empower the community by increasing communication and coordination with local, state, and federal entities.

ES2: Enhance access to reliable information regarding services and County government issues.

Outcome: NU2-2: Improved community access to information and services (priority outcome)

ES2-2: Responsive communications services (advertising, marketing, public relations, publications, etc.) for other County departments

Strategies:

- Develop a Countywide communications plan to utilize County owned and controlled resources to inform the community about County services, programs and events, issues, and general information.
- Provide a multi-channel access point for all government services through the phone and the internet

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Provide more information through the answer center and county web portal site.
- No net loss of agricultural or environmentally sensitive lands.
- % of customers familiar with County sources of information (MDTV County Citizen, County website, answer center)
- 80% of residents satisfied with information delivery systems.

Department Performance Objective(s)				Tasks/Activities/Programs	Ownership
Description of Performance Measure	Performance Levels				
	Prior FY 02-03 Actual	Targets			
		FY 03-04	FY 04-05		
Converted P & Z records into electronic format	869,438	492,970	0	<ul style="list-style-type: none">▪ Zoning Hearing Records<ul style="list-style-type: none">➤ Phase 1 Records▪ Identify Planning & Zoning documents to be shared/viewed▪ Begin scanning those documents<ul style="list-style-type: none">➤ ASPRS, AV, Letters of Intent, etc.▪ Zoning Hearing Records<ul style="list-style-type: none">➤ Phase 2 Records (1938-1974)	Assistant Director Administration and Operations Assistant Director for Zoning Assistant Director for Planning Computer Services Manager
		100%			
		10%	50%		
		180,000	530,000		

GoalNU2: Empower the community by increasing and coordination with local, state, and federal entities.

ES2: Enhance access to reliable information regarding services and County government issues.

Outcome: Improved community access to information and services (priority outcome)

Strategies:

- Provide more information through the answer center and county web portal site.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- 80% of residents satisfied with information delivery systems.

Department Performance Objective(s)

Description of Performance Measure	Performance Levels			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04- 05		
GIS Zoning Resolution Layer	2%	98% 10%	90% 50% 10%	<ul style="list-style-type: none">▪ Review analysis for bid▪ Bid scope of work (Requires ETSD)▪ Begin application▪ Implement application<ul style="list-style-type: none">➤ Phase 1 current (day forward)➤ Phase 2 historical	Assistant Director Administration and Operations <ul style="list-style-type: none">▪ Graphics/Drafting Manager▪ Computer Services Manager▪ ETSD

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities.					
ES2: Enhance access to reliable information regarding services and County government issues.					
Outcome NU2-2: Improved community access to information and services (priority outcome)					
Strategies:					
<div><div></div><div>Provide more information through the answer center and county web portal site; enhance the Department of Planning and Zoning website</div><div>Utilize the County’s digital branding project to encourage the use of all county electronic channels</div></div>					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan):					
<div><div></div><div>80% of residents satisfied with urban planning and design in their neighborhoods</div></div>					
Department Performance Objective(s)				TASKS/ACTIVITIES/PROGRAMS	Ownership
Description of Performance Measure	Performance Levels				
	Prior FY 03 Actual	TARGETS			
		FY 03-04	FY 05		
Web enable Accessibility of records	0%	100%		<div><div></div><div>Feasibility Study</div><div>Create application with proper security restrictions to allow access/online payment to the public of department records.<div><div></div><div>Access records to follow process for Zoning Hearings</div><div>Provide records to public with payment – Zoning Hearings</div><div>Payments on-line – All</div></div></div></div>	Assistant Director Administration and Operations
	0%	100%			
	0%	50%	50%		
	0%	10%	90%		
	0%	10%	90%		

Goal: ES1: Enable County departments and their service partners to deliver quality customer service
ES2: Enhance community access to reliable information regarding services and County government issues
ES3: Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion
ES5: Attract, develop and retain an effective, diverse and dedicated team of employees
ES8: Ensure the financial viability of the County through sound financial management practices

Outcome:

ES1-4: Satisfied customers
ES2-1: Easily accessible information regarding County services and programs (priority outcome)
ES3-1: Streamlined and responsive procurement process (priority outcome)
ES5-1: Expeditiously provide Departments with qualified personnel
ES5-2: Retention of excellent employees
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.) (priority outcome)
ES8-1: Sound asset management and financial investment strategies (priority outcome)
ES8-3: Compliance with financial laws and generally accepted accounting principles, etc.

Strategies:

- Develop and implement standardized customer service training across all County Departments
- Build competencies within Departments
- Develop a Countywide communications plan to utilize County owned and controlled resources to inform the community about County services, programs and events, issues and general information
- Build and strengthen competencies among procurement professionals and management
- Reduce processing time and steps
- Develop and refine efficient, standardized recruitment procedures
- Maximize technology to provide access to and delivery of human resources services
- Develop and refine employee assessment tools that motivate employees and recognize and reward excellent job performance
- Involve leadership in demonstrating commitment to employees success
- Offer employees greater access to information and input in decisions regarding benefits, training, and career opportunities (Compensation Benefits Packages and Career Paths)
- Develop leadership training programs
- Develop internship/mentoring programs
- Develop a training program to share knowledge throughout the organization
- Establish system for measuring and monitoring County financial condition regularly
- Ensure adequate revenue streams
- Ensure adherence to required reserve levels
- Ensure effective budgeting and cost accounting practices
- Ensure effective chargeback mechanisms for internal service costs
- Ensure standardized financial procedures countywide

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CONTINUED**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- % of customers familiar with County sources of information (MDTV County Citizen, County website, answer center)
- % of community satisfied with information availability
- Number of working days for end-to-end recruitment
- Number of working days for reclassification
- % of applicants satisfied with recruitment process
- % of employees rating Miami-Dade County as a good place to work
- % of Department users satisfied with Human Resources functions
- % of employees who believe that training received in the last 4 months will help improve job performance

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DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY <u>03</u> ACTUAL	TARGETS			
		FY <u>04</u>	FY <u>05</u>		
1. Personnel and Administrative Services				<u>ADDITIONAL TASKS</u> COORDINATED FOR NEW HIRE PROCESS: <ul style="list-style-type: none">▪ Make appointments for pre-employment physicals▪ Give department orientation to new hires and employees transferring into the department▪ Process new hires and their paperwork RECRUITMENT: <ul style="list-style-type: none">▪ Input requisitions into the Personnel System to request filling department vacancies▪ Advertise departmental vacancies▪ Download resumes from the Resumix Program and distribute resume packages to the hiring entities▪ Prepare interview packages and coordinate the interview process SELECTION: <ul style="list-style-type: none">▪ Perform applicant background and Driver License checks▪ Request Eligibility screening from the Employee Relations Department▪ Prepare and distribute applicant notification letters▪ Prepare Personnel Change Documents for authorizing new hire	Assistant Director Administration and Operations Personnel Manager
CONTINUED					

CONTINUED**ADDITIONAL PERSONNEL FUNCTIONS:**

- Distribute notification of performance evaluation due, track for timely completion; review for completeness and conformance to proper procedures
- Collect and Audit Payroll and Attendance Records (PAR) for the department; distribute paychecks and vouchers
- Coordinate annual open enrollment process and executive open enrollment for departmental employees

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				<p>SUPPORTIVE PERSONNEL FUNCTIONS</p> <ul style="list-style-type: none"> ▪ Coordinate and administer departmental TAG award program—a tool to motivate employees and promote excellent attendance ▪ Coordinate and administer departmental Outstanding Employee of the Quarter Program ▪ Provide Performance Evaluation and Front Line Customer Service training to departmental employees ▪ Coordinate and monitor the issuance of Discipline for departmental employees ▪ Maintain the Departmental Emergency Plan, Table of Organization, Human Resource system database and Personnel files. ▪ Serve as Departmental Ethics Officer, ADA Coordinator and Public Information Officer ▪ Coordinate the development and implementation of the departmental mentoring plan ▪ Prepare and distribute quarterly departmental newsletter 	<p>Assistant Director Administration and Operations</p> <p>Personnel Manager</p> <p>CONTINUED</p>

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				<p>INFORMATION RELATED SERVICES AIMED AT ENHANCING COMMUNICATION:</p> <ul style="list-style-type: none"> ▪ Annual Departmental Strategic Planning Retreat ▪ Respond to media requests ▪ Coordination of all information/ articles provided for publishing in the County Citizen, Employee Outlook and others ▪ Miami-Dade TV commercial spots ▪ Maintain information posted on departmental intranet and on the internet ▪ Weekly bulletins to departmental staff 	CONTINUED

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DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Finance and Procurement related activities				<div>ADDITIONAL TASKS PERFORMED BY FINANCE AND PROCUREMENT</div> <div>Enables management and Senior Staff to make informed decisions regarding the financial affairs of the department. Conducts procurement processes in support of the department operations. These include:</div> <div><div><div>▪ Prepare monthly, quarterly and annual Financial Reports as required by the Finance Department and the Office of Strategic Business Management.</div><div>▪ Develop a preliminary budget submission by March 31st</div><div>▪ Process accounts payable payments within the timeline of the Prompt Payment Ordinance.</div><div>▪ Process Mileage Reimbursements and Travel Requests within 3 days from receipt date by the Finance Unit.</div><div>▪ Process Petty Cash Reimbursement Requests on a weekly basis.</div></div></div> <div>Assistant Director Administration and Operations</div> <div>Finance and Procurement Manager</div>	
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DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05	TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
Percentage of Tasks Completed				<ul style="list-style-type: none">▪ Daily monitor and account for the revenue collected by the department including Impact Fee revenue.▪ Prepare 30 monthly revenue reconciliations by the 15th day of the following month.▪ Prepare Quarterly Progress Report and Reimbursement Request forms for grant related activities by the 15th day following each quarter.	CONTINUED

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				<ul style="list-style-type: none"> ▪ Process 20-30 purchase requests per month and issue corresponding purchase orders within 2-4 weeks from the date received by the Procurement Unit. ▪ Review approximately 30-40 contracts on a monthly basis before the due date established by the Procurement Department ▪ Coordinate with General Services Administration space reconfiguration for new offices, modification requirements and requests for service repairs for the department within 2-4 weeks from the date received by the Procurement Unit. ▪ Coordinate acquisitions and request repair, removal and change of telephones and other communication equipment within 1-4 weeks from the date received by the Procurement Unit. ▪ Request transfers, retrieval and disposition of records on a quarterly basis. Assist staff and supervisors with records retention requirements. ▪ Provide workplace safety guidelines to department staff in order to prevent accidents and injuries. Conduct quarterly safety meetings with department safety committee members. Attend quarterly countywide safety meeting. ▪ Perform an annual inventory control to account for all capital and non-capital assets of the department by May 31st. ▪ Maintain inventory of non-capital equipment purchased by the department on a monthly basis. ▪ Review and maintain inventory of 13 vehicles assigned to the department. Monitor fleet acquisitions, retirements, upgrades and preventive maintenance on a monthly basis. 	CONTINUED

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DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
3. Computer Services				Provide cohesive technological maintenance, control, and support for the following:	Assistant Director Administration and Operations Computer Services Manager
	100%	100%	100%	<ul style="list-style-type: none"> Computer equipment (servers, workstations, printers, scanners, plotters etc.) 	
	100%	100%	100%	<ul style="list-style-type: none"> Software usage and training 	
	100%	100%	100%	<ul style="list-style-type: none"> Databases and programmed applications (Oracle, Mainframe, ASP, Java, etc.) 	
	100%	100%	100%	<ul style="list-style-type: none"> Web Sites 	
	100%	100%	100%	<ul style="list-style-type: none"> Digital documents 	
	100%	100%	100%	<ul style="list-style-type: none"> Geographical Information Systems (GIS) support Access and security for staff and general public 	
					CONTINUED

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DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
4. Graphics/Drafting				Listed herein are some tasks provided and maintained by the drafting and graphics section	Assistant Director for Administration and Operations
	60%	80%	95%	<ul style="list-style-type: none">Updating zoning maps within 30 days of obtaining recorded legal documents.	Graphics/Drafting Manager
	60%	95%	100%	<ul style="list-style-type: none">Providing graphical material within specified deadline.	
	60%	80%	95%	<ul style="list-style-type: none">Ensuring documents are timely posted on zoning maps within 30 days of receipt of resolution.	
	60%	80%	95%	<ul style="list-style-type: none">Maintaining zoning district GIS layer	
	60%	80%	95%	<ul style="list-style-type: none">Provides plotted legal descriptions for zoning hearing use applications within 2 weeks.	

Goal: NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services.
NU2: Empower the community by increasing communication and coordination with local, state, and federal entities.
NU3: Promote responsible stewardship of natural resources and unique community environments.
NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP).
PS5: Improve public safety through the use of community planning and the enforcement of quality of life issues.

Outcome:

NU1-1: Educated the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas.
NU1-2: Work with the agricultural industry and the community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land.
NU1-3: Improved community design
NU2-1: Strengthened bond between the community and Miami-Dade County government.
NU2-3: Well- trained, customer-friendly County government workforce.
NU3-3: Preservation of wetlands and environmentally valuable uplands
NU6-1: Improved neighborhood roadways, sidewalks, drainage and reduced flooding.
NU6-5: Safe, comfortable and convenient pedestrian right-of-way.
PS5-1: Safer communities through planning, design, maintenance and enforcement.

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CONTINUED**Strategies:**

- Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas.
- Promote infill inside the urban development boundary, including promotion and cooperation with municipalities.
- Work with agricultural industry and the community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land.
- Ensure that infrastructure improvements are implemented in compliance with these locally-developed plans.
- Provide ongoing neighborhood assistance
- Regulate land use to minimize loss of wetlands and other environmentally important lands.
- Ensure safe pedestrian routes to schools.
- Maximize safe pedestrian access to parks, government facilities and high traffic areas.
- Enhance customer service training by expanding interagency training within county government and with federal and state agencies.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- New infill development and infill redevelopment projects per year.
- No net loss of agricultural or environmentally sensitive lands.
- 80% of residents satisfied with available mechanisms for community involvement.
- 80% of residents satisfied with urban planning and design in their neighborhoods.
- Reduce by 75% the number of repetitive fold damage claims at the same location.
- 90% of residents satisfied with pedestrian rights-of-way in Miami-Dade County.

CONTINUED

CONTINUED**Strategies:**

- Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas.
- Promote infill inside the urban development boundary, including promotion and cooperation with municipalities.
- Work with agricultural industry and the community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land.
- Ensure that infrastructure improvements are implemented in compliance with these locally-developed plans.
- Provide ongoing neighborhood assistance
- Regulate land use to minimize loss of wetlands and other environmentally important lands.
- Ensure safe pedestrian routes to schools.
- Maximize safe pedestrian access to parks, government facilities and high traffic areas.
- Enhance customer service training by expanding interagency training within county government and with federal and state agencies.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- New infill development and infill redevelopment projects per year.
- No net loss of agricultural or environmentally sensitive lands.
- 80% of residents satisfied with available mechanisms for community involvement.
- 80% of residents satisfied with urban planning and design in their neighborhoods.
- Reduce by 75% the number of repetitive fold damage claims at the same location.
- 90% of residents satisfied with pedestrian rights-of-way in Miami-Dade County.

CONTINUED

CONTINUED						
DEPARTMENT PERFORMANCE OBJECTIVE(S)					TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS					
	PRIOR FY 03 ACTUAL	TARGETS				
		FY 04	FY 05			
1. Covenants					<ul style="list-style-type: none">Draft, review and negotiate covenants to be proffered at zoning hearings and CDMP hearings and other documents to ensure legal sufficiency and to effectuate County policies and goals.	Legal Advisor
<ul style="list-style-type: none">No. of documents		588	540	540		
<ul style="list-style-type: none">% reviewed within 48 hours of receipt		90%	90%	90%		
2. Resolutions/ Development Orders					<ul style="list-style-type: none">Attend zoning meetings of Community Councils and Board of County Commissioners, prepare and distribute resolutions and development orders, act as assistant clerk at Community Zoning Appeal Board meetings.	
<ul style="list-style-type: none">No. of resolutions		310	285	285		
<ul style="list-style-type: none">Complete Resolution no more than 14 days after hearing		100%	100%	100%		

CONTINUED

3. Developmental Impact Committee (DIC)					
Time to complete recommendation/ order after hearing	7 days	7 days	7 days	<ul style="list-style-type: none"> Review, analyze, prepare recommendations and orders, and staff Developmental Impact Committee for applications for allegation of abrogation of Vested Rights, for modification of reaffirmation of Vested Rights, Takings claims, extension of capacity reservation and appeals of impact fees and plat committee decisions, and adjustments to the landscape ordinance. Process proposed ordinances through DIC to determine consistency with the CDMP 	
4. Lakes and Landfills					
Time to initially review submitted plans	48 hours	48 hours	48 hours	<ul style="list-style-type: none"> Permitting process for all lakes, landfills and rock mining activities, review plans, coordinate review by other Departments, issue certificate of use, yearly renewals, preparation and recordation of required bonds, review of as-builds and final release of bond. 	
Time to issue permit once approved	48 hours	48 hours	48 hours		
5. Other duties include: Agenda Coordinator Document recordation Legal/Legislation Ordinances and Resolutions Liaison Public Records Requests	1	1	2		

